

# NWS Directives System Training



***November 15 & 16, 2001***

**U.S. Department of Commerce  
National Oceanic and Atmospheric Administration  
National Weather Service  
Office of the Chief Financial Officer/Chief Administrative Officer  
Management and Organization Division**



# Agenda

---

## ✓ Background

## ✓ Six Training Topics

- Questions to be answered in the six topics:
  - *What is policy and why is it important?*
  - *Why the change?*
  - *Who is making the change?*
  - *What is the change, and how do we make it happen?*
  - *What are the steps in the transition to the NWS Directives System?*
  - *When is the change taking place?*
  - *How can I write more effectively?*



# Background

---

- ✓ A project to streamline NWS policy development has been underway over the past year.
- ✓ The desired outcomes of this project are twofold:
  - NWS policy development is efficient and effective.
  - NWS policies are easily understood and accessed.
- ✓ The new NWS policy approach is called the ***NWS Directives System.***



# Today's Training Topics

---

- ✓ **Topic 1:** Policy Defined
- ✓ **Topic 2:** Introduction to the NWS Directives System
- ✓ **Topic 3:** Characteristics of the NWS Directives System
- ✓ **Topic 4:** NWS Directives System Process
- ✓ **Topic 5:** The Transition from the WSOM to the NWS Directives System
- ✓ **Topic 6:** Effective Writing (led by instructors from the United States Air Force Academy)



# Topic 1: Policy Defined

---

- **Objective: At the end of this topic, you will be able to:**
  - Identify what policy is.
  - Explain why policy is important to an organization.
  - Explain the difference between policy and procedures.



# Topic 1: Policy Defined (cont.)

---

## ✓ Policy --

- A statement of important, high-level direction that guides decisions and actions throughout the NWS.

## ✓ Why is policy important?

- Policy translates the ideas, goals, or principles contained in the NWS mission, vision, and strategic plan into action-related directives.
- Achieves NWS-wide standardization, or ensures safety of personnel or property.



# Topic 1: Policy Defined (cont.)

---

## ✓ Policy vs. procedures

- Policy describes high-level direction to guide decision and actions.
- Procedures describe “how” the policy is implemented.
  - *Example of NWS Policy: NWS will issue winter weather warnings.*
  - Associated procedures would tell:
    - » *How?...through the Winter Storm Warning product.*
    - » *Identify specifics...storm threshold (i.e., four inches in 12 hour period).*



## Topic 1: Policy Defined (cont.)

---

- ✓ **This is an important building block for the NWS Directives System.**
  - The NWS Directives System separates the mission-critical, high-level policy from the implementation details.



# Topic 2: Introduction to the NWS Directives System

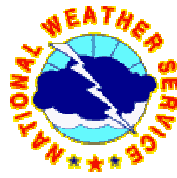
---



- ✓ **Objective: At the end of this topic, you will be able to:**
  - Identify why the NWS is making a change from the WSOM System.
  - Identify the vision of the NWS Directives System.

# Topic 2: Introduction to the NWS Directives System (cont.)

---

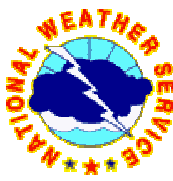


## ✓ Problems with the WSOM:

- The processes of writing and updating the WSOM are not well-defined.
- The review and approval process is lengthy and cumbersome.
- The information contained in the WSOM is not easily retrieved due to its current organization and delivery method.
- WSOM has policy mixed in with procedures.

# Topic 2: Introduction to the NWS Directives System (cont.)

---



- ✓ **The NWS Directives System vision:**
  - NWS policy development is efficient and effective.
  - NWS policies are easily understood and accessed.
- ✓ **NWS Directives System basic building blocks:**
  - Policy Directives
  - Procedural Directives
    - *Supplements*

# Topic 3: Characteristics of the NWS Directives System

---



- ✓ **Objective:** At the end of this topic, you will be able to:
  - Define the characteristics of:
    - *Policy Directives*
    - *Procedural Directives*
    - *Supplements*
  - Describe the structure and numbering scheme of the NWS Directives System.
  - Identify who can sign policy.
  - Identify keystone policy documents.

# Topic 3: Policy Directive vs. Procedural Directive

---



- **Policy Directive Characteristics**
  - *Defines the policy's purpose, scope, objectives, and authorities and responsibilities.*
  - *References the Procedural Directive(s) that explain "how".*
  - *Signed by the AA.*
- **Procedural Directive Characteristics**
  - *Describes "how" the Policy Directive is implemented.*
    - *Invoked by a policy directive*
  - *Takes the format of Instructions and Manuals*
  - *Signed by the Office of Primary Responsibility's (OPR's) Office Director.*

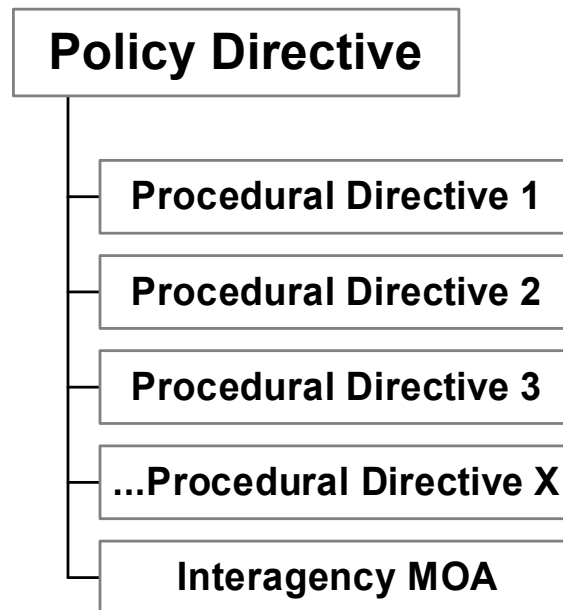
# Topic 3: Characteristics of the NWS Directives System

---

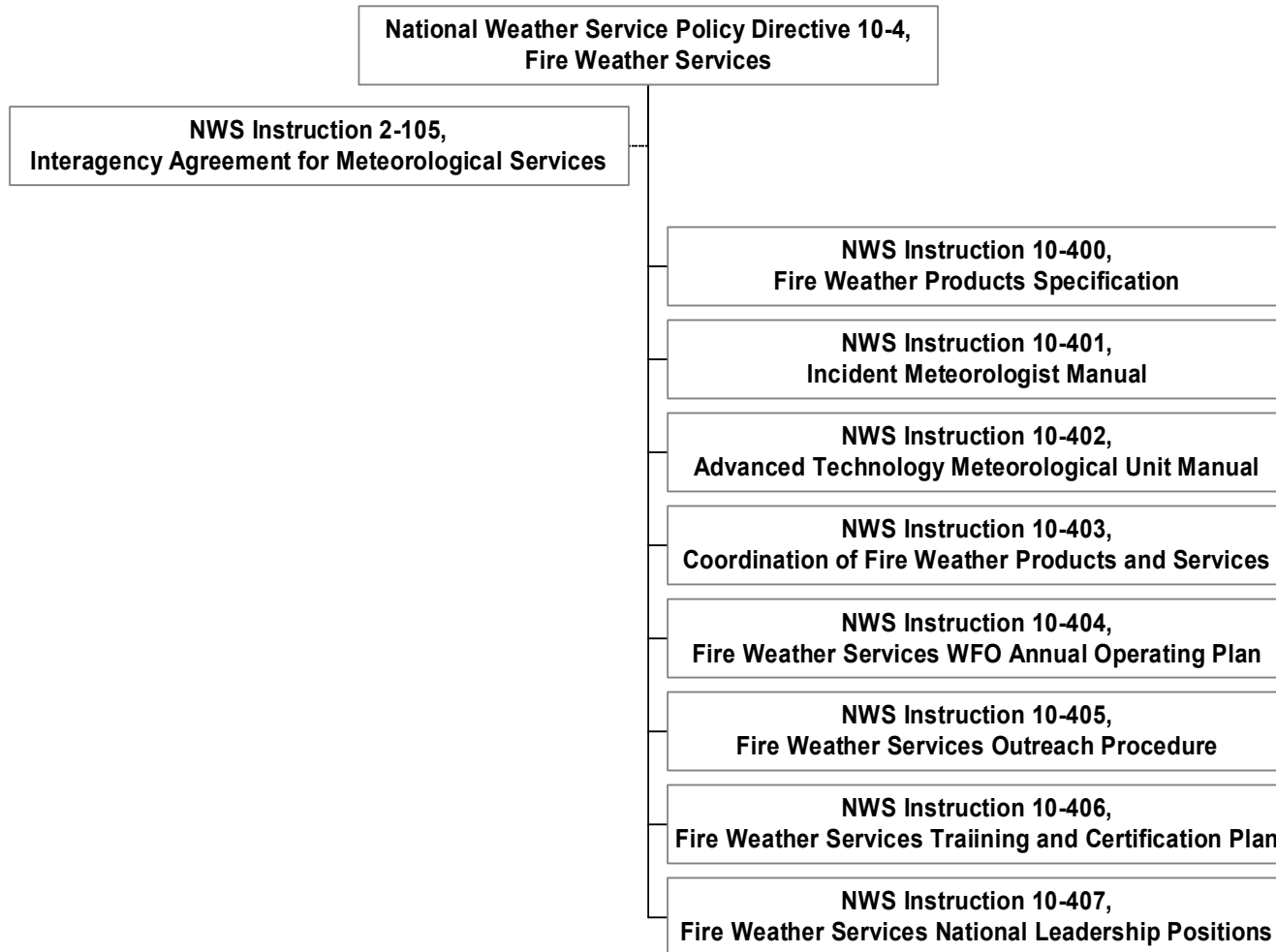


| <b>Series Number</b> | <b>Series Title</b>                             |
|----------------------|---|
| <b>1</b>             | <b>Administration &amp; Management</b>          |
| <b>10</b>            | <b>Operations &amp; Services</b>                |
| <b>20</b>            | <b>Training &amp; Education</b>                 |
| <b>30</b>            | <b>Maintenance, Logistics, &amp; Facilities</b> |
| <b>40</b>            | <b>Planning</b>                                 |
| <b>50</b>            | <b>Safety &amp; Environment</b>                 |
| <b>60</b>            | <b>Information Technology</b>                   |
| <b>70</b>            | <b>Financial Management</b>                     |
| <b>80</b>            | <b>Science &amp; Technology</b>                 |
| <b>90</b>            | <b>Staffing &amp; Organization</b>              |
| <b>100</b>           | <b>External Affairs</b>                         |

# NWS Directives System Policy Model Hierarchy



# NWS Directives System Series Example





# Topic 3: Series 10 – Operations & Services (Draft)

---



| <b>Policy Directive Number</b> | <b>Policy Directive Title</b>     |
|--------------------------------|-----------------------------------|
| 10-1                           | Service Requirements              |
| 10-2                           | Integrated Operations             |
| 10-3                           | Marine & Coastal Weather Services |
| 10-4                           | Fire Weather Services             |
| 10-5                           | General Public Weather Services   |
| 10-6                           | Tropical Weather Services         |
| 10-7                           | Public Weather Warning Services   |
| 10-8                           | Aviation Weather Services         |
| 10-9                           | Hydrologic Services               |
| 10-10                          | Climate Services                  |
| 10-11                          | Performance & Verification        |
| 10-12                          | Hydrometeorological Awareness     |
| 10-13                          | Observation Services              |

# Topic 3: Policy Directive

## Characteristics

---



- ✓ **NWSPDs are orders of the AA.**
- ✓ **Contain an explanation of key terms, responsibilities and authorities, and referenced procedural directives.**
- ✓ **As a goal, the length of NWSPDs is 2 pages.**
- ✓ **Designated with a blue banner.**

# Topic 3: Procedural Directive

## Characteristics

---



- ✓ **Broken down into two types of publications:**
  - Instructions
    - *Products Specification (primarily OS).*
    - *Standard Operating Procedures (OS & OPS).*
  - Manuals (primarily OPS).
- ✓ **Designated with a yellow banner.**



## **Topic 3: Supplement Characteristics**

---

- ✓ **Contain detailed information on implementation of procedural directives.**
  - Policy directives CAN NOT be supplemented.
- ✓ **Developed by Regions, National Centers, or Field Offices.**
- ✓ **Approved by Regional Director, NCEP Director, NCEP Center Director, or MIC/HIC.**
- ✓ **Coordinated with Procedural Directive OPR.**
- ✓ **Designated with a green banner.**



## Topic 3: **Keystone Policy**

---

- ✓ **NWS Policy Directive 1-1, Policy Formulation**
  - Establishes overarching policy for NWS Directives System.
  - Partial analog to WSOM Chapter A-01.
- ✓ **NWS Instruction 1-100, NWS Directives System – Structure and Management**
  - Establishes procedures to prescribe, create, and manage NWS Directives System.
  - Partial analog to A-01.

# Topic 4: The NWS Directives

## System Process

---



- ✓ **Objective: At the end of this topic, you will be able to:**
  - Describe the annual review and 90-day revision process.
  - Describe the conflict resolution process.
  - Describe the differences between using: shall, should, and will in NWS policy.



## Topic 4: Annual Review

---

- ✓ **All policy documents will undergo an annual review**
  - Ninety days prior to the document's "anniversary date."
    - *Tickler memo sent to OPR from CFO3's office.*
    - *OPR has 60 days to complete staff work (including conflict resolution).*
    - *OPR then obtains General Counsel concurrence and sends to CFO3 for NWSEO coordination.*



## Topic 4: Policy Coordination

---

- ✓ **Goal: *Policy should be coordinated at the lowest staff level possible.***
  - *Managers should delegate responsibly.*
  - *Everyone must communicate effectively.*





## **Topic 4: Conflict Resolution**

---

- ✓ **OPR's proposed resolution viewed as baseline solution.**
- ✓ **Should conflict exist among staff-level, then the conflict gets “bumped-up” to next higher level of management.**
- ✓ **If needed, continue “bump-up” all the way to the Office Director/Regional Director/NCEP Director level.**



## **Topic 4: NWS Policy Distribution**

---

- ✓ **Directives posted on the internet within two business days of sign-off.**
- ✓ **Announcement sent to all NWS management via email.**
- ✓ **Paper copies are no longer distributed.**

# Topic 4: Use of Will, Should, and Shall in NWS Policy

---



## ✓ Will

- Use as necessary to order a definitive course of action.
- Use with high-level policy closely related to NWS mission.
- More conversational than “shall.”

## ✓ Should

- Specifies a recommended course of action.
- Remember, the policy documents are orders of the AA.
  - *If you don't follow a “should,” you should have a good reason!*

## ✓ Shall

- Use is not recommended.

# Topic 5: The Transition from WSOM to NWS Directives System

---



✓ **Objective: At the end of this topic, you will be able to:**

- Access and navigate the NWS Directives System Home Page.
- Understand the Cross-Reference guide.
- Explain the time schedule we are under to transition to the NWS Directives System.
- Understand the purpose of the NWS Directives System Cadre.

# Topic 5: The NWS Directives System Home Page



✓ [www.nws.noaa.gov/directives](http://www.nws.noaa.gov/directives)



# **Topic 5: The Cross-Reference Guide**

---



- ✓ **Located on NWS Directives System Home Page.**
- ✓ **Contains listing of WSOM Chapters, with the following information:**
  - Issue date.
  - Pre-reorganization Program Office.
  - Mapping to OPR.
  - NWS Directives System series number.

|  |                |              |       |               |            |       |      |           | Red: Requires Resolution; Light Yellow: Delete; Green: CFO; Blue: OPS; Shrimp: OS; Light Purple: Strategic Planning SP; No cell shading: WSOM not published to WSOM web site |            |         |                |
|--|----------------|--------------|-------|---------------|------------|-------|------|-----------|--|------------|---------|----------------|
| * I = Instruction; M = Manual; MD = Mission Directive; PD = Policy Directive; PS = Product Specification; S = Supplement |                |              |       |               |            |       |      |           |  |            |         |                |
| NDS Series No.   | NDS Doc. Type* | NDS Doc. No. | OPR   | WSOM File No. | Not on Web | OML # | Part | Chapter # | Title  | Issue Date | Issue # | Program Office |
|  |                |              |       |               |            |       | A    | GENERAL   |  |            |         |                |
| 90   |                |              | CFO3  | NA018405      |            |       |      | A-01..... | Directives System, Revision 1  | 03/16/84   | 84-05   | W/MB32         |
| 90   |                |              | CFO3  | NA018404      |            |       |      | A-01..... | Directives System  | 02/21/84   | 84-04   | W/MB32         |
| 90   |                |              | CFO3  | NA010686      |            | 06-86 |      |           | Use of Standardized Terms in Policy Statements   | 04/15/86   | 06-86   | W/OM11         |
| 90   |                |              | CFO3  | NA027045      |            |       |      | A-02..... | National Weather Service Mission   | 11/27/70   | 70-45   | W/MB32         |
|  |                |              |       | NA057407.HTML | X          |       |      | A-05..... | Public Affairs   | 02/19/74   | 74-07   | PA(W)          |
| 40   |                |              | SP    | NA069308      |            |       |      | A-06..... | Policy and Guidelines Governing National Weather Service and Private Sector Roles  | 07/30/93   | 93-08   | W/IM           |
| 40   |                |              | SP    | NA060400      |            | 04-00 |      |           | Guidelines for Support of Special Events   | 07/17/2000 | 04-00   | W/SP           |
|  |                |              |       | NA107027.HTML | X          |       |      | A-10..... | Station Management, Revision 1   | 07/07/70   | 70-27   | W/OM12         |
|  |                |              |       | NA107010.HTML | X          |       |      | A-10..... | Station Management   | 04/13/70   | 70-10   | W/OM12         |
|  |                |              | CFO   | NA100791      |            | 07-91 |      |           | Automated Program Accomplishment Reporting (APAR)  | 07/23/91   | 07-91   | W/OM11         |
|  |                |              | CFO   | NA100188      |            | 01-88 |      |           | Operational Proficiency for AFOS and RTA Operators   | 01/25/88   | 01-88   | W/OSO13        |
| 90   |                |              | CFO3  | NA119212      |            |       |      | A-11..... | Documentation of Station Programs and Facilities   | 12/30/92   | 92-12   | W/MB3          |
| 90   |                |              | CFO3  | NA128614      |            |       |      | A-12..... | Station Hours of Operation   | 12/30/86   | 86-14   | W/OM11         |
| 90   |                |              | CFO3  | NA138613      |            |       |      | A-13..... | Station Duty Manual  | 12/29/86   | 86-13   | W/OM11         |
| 30   |                |              | OPS12 | NA149505      |            |       |      | A-14..... | Maintenance Record   | 04/28/95   | 95-05   | W/OSO321       |
| 20   |                |              | OS6   | NA157101      |            |       |      | A-15..... | Station Library  | 01/07/71   | 71-01   | W/OM21         |
| 10   |                |              | OS51  | NA178012      |            |       |      | A-17..... | Emergency Drills   | 07/30/80   | 80-12   | W/OM11         |
|  |                |              | OPS2  | NA208416      |            |       |      | A-20..... | AFOS Program Management  | 11/05/84   | 84-16   | W/OSO11        |
|  |                |              | OPS12 | NA200793      |            | 07-93 |      |           | Revised Policy on AFOS System Management   | 08/13/93   | 07-93   | W/OSO32        |
| 10   |                |              | OS1   | NA219201      |            |       |      | A-21..... | Appendix B, Data Review Group Terms of Reference, Revision 2   | 04/24/92   | 92-01   | W/OSO112       |
| 30   |                |              | OPS13 | NA218800      |            |       |      | A-21      | NWS Configuration Management for Operational Systems   | 10/20/88   | 88-00   | W/OSO112       |



## Topic 5: The Schedule

---

- ✓ **Goal is to transition all WSOM Chapters to NWS Directives by September 30, 2002.**





## Topic 5: Initial Cadre

---

### ✓ Purpose:

- Monitor progress of transition.
- Provide expertise and advice to staff within their office.
- Evaluate system.

### ✓ Led by CFO3.

### ✓ Every Office Director and Regional Headquarters Office appoint 1-2 focal points.

### ✓ Standing monthly meetings.

- Continuing need for cadre to be addressed post-transition.



## Topic 5: During the Transition...

---

- ✓ **Take this opportunity to streamline your policy:**
  - Remove all reference material.
  - Eliminate all information that provides rationale for the policy.
- ✓ **Be clear and concise.**

# Acknowledgements – Team Members

---



- ✓ Nick Scheller
- ✓ Barbara Brenkworth
- ✓ Tim Helble
- ✓ Michelle Norris
- ✓ Harriet Hartman
- ✓ Andy Noel
- ✓ Bill Barr
- ✓ Mark Paese
- ✓ Glenn Rasch
- ✓ Betty Dodds
- ✓ Dan Petersen
- ✓ Jim Valdez
- ✓ Les Taylor
- ✓ Bob McLeod
- ✓ Mark Rew
- ✓ Mike Perry
- ✓ Harvey Thurm
- ✓ Buddy McIntyre
- ✓ Gary Schmeling
- ✓ Tom Ainsworth
- ✓ Jim Kemper
- ✓ Don Jiron
- ✓ George Smith
- ✓ Jim Lee